



UNITED STATES MARINE CORPS

MARINE CORPS BASE
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BO 12335.3C
BMWR

BASE ORDER 12335.3C

From: Commanding General
To: Distribution List

Subj: EMPLOYMENT AND PLACEMENT PROGRAM FOR NONAPPROPRIATED FUND EMPLOYEES

Ref: (a) Project EXPO-18 Training Manual dtd 1 Mar 91
(b) MCO P5300.9C
(c) DOD 1401.1M
(d) Negotiated Agreement btwn MCB (NAF Unit) and AFGE, Local 2065

Encl: (1) Employment and Placement
(2) Interview Guide for Selecting Employees

1. Purpose. To publish information and instructions relative to the Employment and Placement Program and to assign responsibilities and establish procedures for administering the program.

2. Cancellation. BO 12335.3B.

3. Summary of Revisions. This Order has been completely revised and should be reviewed in its entirety.

4. Information

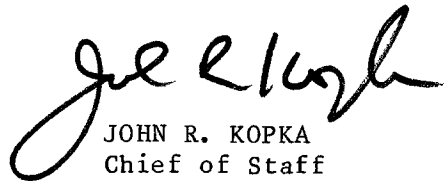
a. The identification evaluation, and selection of candidates for employment and placement shall be based solely on job related criteria, employment preference programs, and without regard to political, religious, or labor organization affiliation or nonaffiliation, marital status, race, color, sex, national origin, nondisqualifying physical handicap, or age factors.

b. The employment and placement procedures will be carried out in accordance with references (a), (b), and (c) and in conjunction with other personnel management programs, objectives, processes, and constraints; e.g. career management, position management, recruitment, and career development, affirmative employment policies, the Department of Defense program for Military Spouse Employment Preference policy, and Transitional Assistance Employment Preference.

c. Vacancies may be filled by other than internal procedures either concurrently or to the exclusion of internal processes. Other means include, but are not limited to, reassignment, reinstatement, transfer, and an initial appointment. Responsibilities and instructions for carrying out the filling of positions are contained in enclosure (1). Guidance for conducting interviews is contained in enclosure (2).

d. Provisions of reference (d) are applicable in the case of unit employees.

5. Action. Nonappropriated fund instrumentality heads will ensure that subordinate managers and supervisors (military and civilian) are thoroughly familiar with the contents of this Order and that the Order is made available to employees upon request.



JOHN R. KOPKA
Chief of Staff

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EMPLOYMENT AND PLACEMENT

1. Objectives. Goals and objectives of employment and placement are:

a. To provide a method by which internal staffing needs may be met in a timely fashion.

b. To assure that staffing actions are made by selection from available candidates who are most capable of performing the duties of positions to be filled.

c. To ensure that candidates receive fair and appropriate consideration for advancement opportunities.

d. To provide incentive for employees to improve their performance and develop their knowledge, skills, and abilities.

e. To provide management flexibility to staff positions from any source.

f. To provide a proper balance between maximum utilization of employees and infusion of new talent, to include consideration of affirmative action and the Federal Equal Opportunity Recruitment Program goals and objectives.

g. To foster employee understanding of and confidence in filling of positions and employee utilization policies.

h. To ensure spouses of military personnel and individuals applying under transitional assistance are provided preference for all employment categories at grade levels NF-3 and below or equivalent hourly rate positions.

2. Responsibilities. The method of employment and placement which serves the above stated objectives is in the interest of both management and employees. To this end, the following responsibilities are assigned:

a. Nonappropriated Fund (NAF) Personnel Director

(1) Ensure that applicants are evaluated properly.

(2) Counsel employees on the program and specific actions thereunder as requested.

(3) Develop and maintain required records and render reports.

(4) Ensure compliance with the Military Spouse Employment Preference and Transitional Assistance Preference programs.

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(5) Work closely with managers/supervisors to determine their personnel needs and ensure timely staffing action.

(6) Coordinate administration of other aspects of the program in compliance with directives of higher authority.

b. Management Officials and Supervisors

(1) Become familiar with the contents of this Order and comply therewith.

(2) Provide projections of staffing needs as requested and ensure that requests for recruitment actions are, insofar as feasible, provided to the NAF Personnel Office well in advance of the desired employment dates.

(3) Assist in the evaluation process by serving on rating panels as subject matter experts.

(4) Ensure that proper and equal consideration is given to each applicant referred for consideration under this Order.

(5) Promptly distribute vacancy announcements and ensure copies are posted on official bulletin boards.

c. Employees

(1) Become familiar with employment and placement procedures.

(2) Take self-improvement action as appropriate to individual needs and interests which would increase competitiveness as applicants under the vacancy announcements.

(3) File applications for announced vacancies for which qualified and interested.

(4) Serve on rating panels when appointed as subject matter experts.

3. Definitions

a. Area of Consideration. The area in which the search for highly qualified applicants is directed (i.e., where it is anticipated that qualified applicants can be located, where vacancy announcements are distributed, and from which applications will be accepted).

b. Rating and Ranking of Applicants. A process of assessing qualifications of applicants for a vacancy, and the degree to which they possess the qualifications needed for successful performance in the job being filled.

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c. Qualified Applicants. Those applicants who meet the basic qualifications for the position as indicated in the position description and vacancy announcement.

d. Best Qualified Applicants. Those qualified applicants who rank at the top when compared with the other qualified applicants. They are normally the only applicants referred for selection.

e. Referral List. An alphabetical listing of qualified applicants being referred for selection. The list remains valid for up to 12 months for use in filling the same position again or similar positions without further competition.

f. Promotion. A promotion occurs when an employee is moved from a position in one NF or grade level to a higher NF or grade level with an increase in pay.

g. Temporary Promotion. A temporary assignment of a qualified employee to a higher NF or grade level for a specified period with a predetermined not-to-exceed date with a temporary increase in pay.

h. Target Grade/NF Level. The full performance grade or NF Level of the position.

i. Reassignment. Employee requested or management initiated actions, that move employees within their same NF or grades level to a different position, for which qualified.

4. Employment of Military Spouses

a. Spouse preference shall be given an eligible spouse relocating with a military sponsor, who applies based on spouse preference, for a vacant position at NF-3 and below or equivalent hourly rates.

b. To be eligible for preference, the spouse preference must have entered into marriage with the military sponsor before the military sponsor's relocation to the new duty station.

c. Spouse preference is applicable when vacancies are announced through open competition and the vacancy is in the same commuting area as the sponsor's new duty station.

d. The time period of spouse preference eligibility begins 30 days before the military sponsor's reporting date to the new duty location. It continues during the entire tour until placement into, or declination of, any offer of a continuing position at any grade level whether or not the eligible spouse has registered for spouse employment preference; whichever takes place first. Spouses seeking preference during the last six months remaining of the sponsor's tour in the area may be nonselected.

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e. Spouse preference may be exercised only ONCE per permanent relocation of the military sponsor.

f. A spouse eligible for preference shall request consideration, in writing, by obtaining a request form from the personnel office. A resume and a copy of the sponsor's permanent change of station orders shall be included with the request.

g. A preference eligible spouse shall be placed on a selection list only if the spouse is among the best qualified candidates after a competitive screening process is completed.

h. An eligible spouse must be selected ahead of other applicants when the spouse is referred as part of the best qualified group of candidates.

i. Preference eligible spouses, without reinstatement eligibility, shall be given preference over nonpreference spouses if the gaining NAF personnel office has been notified of the preference eligibility.

j. Non-competitive selections and placements do not require the consideration of spouse preference (e.g., reassignments, transfers, and rights conferred by court decisions).

k. When more than one with spouse preference eligibility is being considered for a vacant position, selection may be from among available spouse preference eligibles in any order.

l. A summary, documenting placement of spouses exercising their spouse preference eligibility for employment, is forwarded quarterly to the Commandant of the Marine Corps (MWP).

m. The Commandant of the Marine Corps (MWP) may approve exceptions to selections or length of eligibility of spouse preference. Exceptions shall be rare and based only on compelling hardship to the activity or the applicant.

n. Eligible military spouses who have been denied military spouse employment preference may write to Commandant of the Marine Corps (MW), Quantico, Virginia 22134-5099, via the Commanding General, Marine Corps Base, Camp Lejeune for final review and determination.

5. Employment under Transitional Assistance Program

a. Employment preference is provided in hiring for involuntarily separated members of the Army, Navy, Air Force, Marine Corps, and their dependents.

b. Preference applies to all NAF jobs, NF-3 and below and equivalent positions, and for positions paid at hourly rates, regardless of grade of

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the job, for which the individual eligible for transition hiring preference applies and is fully qualified. Preference applies when positions are announced for open competition.

c. A person eligible for preference shall be referred for selection only if the person is among the best qualified candidates after a competitive screening process is completed.

d. Spouse preference candidates shall have priority over a candidate applying under the Transitional Assistance Program.

e. A person may receive preference in hiring only ONCE. Transition hiring preference is terminated upon placement in or declination of (whichever occurs first) a NAF position for which application is made.

f. A person eligible for preference shall request consideration by showing an ID Card, Form 1173, with "TA" stamped in red on front of the card, and by submission of a request form (form obtained from Personnel Office), and a resume showing possession of the required knowledge, skills, and abilities for the position.

6. Coverage. Competitive procedures shall apply to the following actions and all promotions (unless excluded in paragraph 7 below):

a. Temporary promotion of more than 180 days.

b. Selection between employment categories.

c. Selection of an employee from another Department of Defense NAFI to a higher level or graded position.

d. Reinstatement of a former and otherwise eligible employee to a regular position at a higher NF or grade level than that previously held under a non-temporary position.

e. Filling of positions subject to spouse or transitional assistance preference.

7. Exclusions. Competitive procedures do not apply to:

a. A reassignment of a qualified employee to another position within the same NF or grade level. Eligible employees in an office/shop will be notified of vacancies in that office/shop that will be filled by reassignment.

b. Promotion resulting from the upgrading of a Craft and Trade (CT) position due to the issuance of a new classification standard or the correction of an initial classification error.

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c. Promotion of a CT employee whose position is classified at a higher grade due to accretion of duties.

d. Promotion of an employee in a position with known promotion potential when competition was held at an earlier date.

e. Temporary promotion of 180 days or less.

f. Repromotion of an employee who was demoted through no fault of the employee and not at the employee's request, to a grade or NF level no higher than that from which demoted.

g. Placement of an individual with statutory return rights or placement of an employee as a result of a grievance or Equal Employment Opportunity (EEO) settlement.

8. Vacancy Announcement. A means of publicizing vacant positions to be filled through competitive or non-competitive procedures. These announcements may cover several positions; or may be restricted to a single vacancy.

9. Absent Employees. The supervisor has the responsibility of making a reasonable attempt to notify employees of positions advertised during the period of their absence.

10. Qualification Requirements. To be eligible for promotion or placement, candidates must meet the minimum qualification standards specified on the announcement.

11. Rejection of Applications. Applications will be rejected if:

a. From outside the area of consideration and concurrent consideration was not extended.

b. There is not enough information upon which to make a qualification determination or a determination is made that the applicant does not meet the minimum qualifications.

c. The applicant falsified the application.

d. Untimely filed.

12. Evaluation, Certification, and Selection of Applicants

a. Competitive Procedures

(1) When five or fewer applicants meet the basic eligibility requirements for the position(s) being filled, all may be referred to the selecting official without further rating or ranking. EXCEPTION: When there

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is a spouse or transitional assistance preference applicant, ALL candidates will be formally evaluated.

(2) When there are more than five applicants meeting the basic eligibility requirements for the position(s) being filled, they will be formally evaluated by a rating panel who will assess the degree to which applicants possess the knowledge, skills, and abilities (KSA's) to determine which applicants are best qualified for the position. KSA's are identified in the staffing announcement. The selecting official is prohibited from participating in the rating and ranking process.

(3) The selecting official will determine the number of best qualified candidates to appear on the referral list. Candidates will be listed in order.

(4) Interviews are optional; however, if one referred applicant on a list is interviewed, all applicants on the list will be interviewed in person or by telephone unless not reasonably available. Enclosure (2) of the basic Order will be utilized in the interview process.

(a) Advisory selection panels will normally be used only when filling positions NF-5 and above and equivalent NS positions. Panels are appointed by the selecting official and consist of a minimum of three members, including a chairperson. If the supervisor of the position being filled is the selecting official, the supervisor may not serve on the panel.

(b) Selection panels must be instructed by the selecting official as to what the panel is assigned to do, e.g.:

1 Rank candidates in descending order.

2 Recommend the candidates for selection.

3 Rate candidates on an ascending scale of one through five on selection criteria provided to the panel.

4 Develop and reduce to writing, prior to conducting interviews, interview questions and any job related selection criteria.

5 Ensure preference is given to spouses of military personnel and transitional assistance personnel who have been referred as eligible.

(5) Except to the extent a candidate is entitled to preference as a military spouse or transitional assistance candidate, selecting officials are entitled to select any candidate on the referral list or to nonselect all candidates. If the selecting official nonselects all candidates, the selecting official may request candidates from other authorized sources or consider such candidates concurrently. Each candidate must be given full

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consideration and the selection made based on who will best fill management's needs in terms of productivity and the total objectives of the organization, including affirmative action and equal opportunity. When selecting from a group of certified promotional candidates who have not been formally evaluated, the selecting official will document, based on KSA's, what in the person's background makes the person the best candidate to meet the requirements of the position. Selecting officials, when filling supervisory or managerial positions, must give consideration to candidates' willingness to support the EEO Program.

(6) Supervisors and other public officials are prohibited from participating in the rating, ranking, or selection process if a relative is under consideration.

b. Non-competitive Procedures

(1) Applicants will be evaluated by the NAF Personnel Office to determine if the applicants meet the eligibility requirements for the vacant position.

(2) The applications of eligible employees will be forwarded to the appropriate management official for review.

(3) Interviews are optional. Management may select any or all of the applicants for interview. However, this does not preclude the selecting official from conducting further interviews.

(4) If the selecting official nonselects all candidates, the selecting official may request candidates from other authorized sources or consider such candidates concurrently.

13. Notification and Release of Employees. Notification of selections and non-selections are made by the NAF Personnel Office. Employees selected for promotion under competitive procedures will normally be promoted no later than the beginning of the second pay period after their notification of the selection. When the effective date of two or more personnel actions affecting an employee's pay occurs at the same time, the NAF Personnel Office will process the actions in the order that gives the employee the maximum benefit. Employees selected non-competitively will normally be reassigned no later than the beginning of the second pay period after their notification of selection.

14. Grievances. Grievances arising out of ranking/rating will be processed in accordance with references MCO P5300.9C or Negotiated Agreement between (NAF Unit) and AFGE, Local 2065, as applicable.

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INTERVIEW GUIDE FOR SELECTING EMPLOYEES

1. Introduction. Obviously one of the most important functions a supervisor or manager performs is that of selecting employees for appointment or promotion. While this is, in many instances, a difficult task, it can be made less difficult if a few simple rules are followed. This guide is designed to make the employment interview more effective and successful and establish a system of records of the interviewing and selection process.

2. Preparing for the Interview. The purposes of an interview are to obtain information from the applicant that is not otherwise readily available and to provide the applicant an opportunity to discuss the position with the manager or supervisor prior to accepting or declining the position, if offered.

a. Developing interview questions that will provide information needed to make a decision is vitally important. The questions should be designed solely for the purpose of obtaining information related to the job. For example, in positions that require extensive public contact, an appropriate question will relate to this ability. Likewise, in highly skilled or technical positions, questions that will measure the applicant's knowledge of the line of work are appropriate. The true level of the applicant's knowledge and skills can be obtained through questions structured to measure technical knowledge. Also, in managerial positions, problem solving questions are appropriate and are valuable tools in predicting applicants' managerial effectiveness. As indicated elsewhere in this Order, the questions must be reduced to writing and the same questions must be used in interviewing all applicants. However, follow-up questions needed to clarify responses need not be consistent but will depend upon the initial response. Questions should be designed in a way that will, insofar as practical, be of equal value in the overall process. For each applicant, the questions should be listed on a plain sheet of paper identified with the job title, series, grade, and the name of the applicant. Interview questions should be strictly confidential and provided only to those having a responsibility in the selection process.

b. Interviewing women applicants is one situation for which the norms are changing. The proper perspective is one of common sense, common courtesy, and a professional approach. Do not inquire into certain areas that are none of our business. This includes:

- (1) Her marital status (or nonmarital arrangements) or plans.
- (2) What her husband does, how much he makes, whether he's subject to transfer, how he feels about her working, traveling, or anything else.
- (3) Whether she has any children (or plans to) and how many, what ages or sex they are.

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(4) Arrangements for the care of her children.

(5) Her views on birth control, abortion, women's lib.

c. After the interview questions have been developed and reduced to writing, the next step should be making final arrangements for the interview. Managers should ensure, in planning the interviews, that sufficient time has been allowed to properly conduct the interviews. Since some applicants will obviously be more responsive than others, care should be taken to schedule the interviews at intervals that will give the employee and selecting officials adequate time to properly complete the process. It is vitally important for applicants to leave the interview with the feeling that they were given a fair opportunity to sell themselves to the interviewing panel or management official.

3. Conducting the Interviews

a. When the time for the interview arrives, it is the manager's responsibility to get the interview off to a good start. Don't plunge right in. Begin by establishing a relaxed but positive atmosphere. Introduce the panel, if appropriate. Take a nonauthoritative, neutral seat and invite the employee to sit down where you and the panel, if one is being used, have a clear eye view of the applicant's expressions and mannerisms. (Detailed guidance on the use of interview panels is provided elsewhere in this Order).

b. Break the Ice. Begin the interview on as light a note as possible to diffuse the tension and show the applicant there is nothing to be fearful of. Joke telling and questions about "spouse and kids" are too far off base. Be natural. This is usually the best way to stay away from the chummy approach. Explain the purpose of the interview. Inquire of the employee if there are any questions that you can answer about the position before beginning the interview. (The employee should have been provided a copy of the position description and have had the opportunity to read it prior to the actual interview.)

c. If an interview panel is being used, have an understanding of who will ask each question and how you will evaluate the applicant's response to each question (normally a point value of 1-5 is sufficient). Make any notes of strengths or weaknesses noted in the applicant's responses to the questions and be particularly observant if answer's verbage conflict with the information given on the application. Such conflicts should be cleared up during the interview. It is especially important not to depart from your interview plan except to clarify your questions or solicit clarification of employee answers. Do not make comments that might cause the applicant to think your mind is already made up. Even if currently employed they are still an applicant for the subject position. Your questions or comments during the entire process must relate to the job and must never relate to

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non-merit factors such as sex, race, marital status, number of dependents, place of residence, age, membership in organizations, etc.

d. After you have completed questioning the applicant, give the applicant the opportunity to make any comments or ask questions. Be careful not to give the applicant any indication of your decision at this point, but explain that the applicant will be notified by the Personnel Office of the decision. Try to defer as much of the note taking as possible until the applicant has left the room. Then document your evaluation immediately before the next applicant arrives.

e. If a panel is being used, it is important to thoroughly discuss your evaluations and clearly record your findings for the selecting official. You need keep in mind that sufficient records must be maintained to provide the selecting official adequate reasons for the selection. Conversely, reasons for nonselection should also be evident.

f. Telephone interviews are entirely appropriate when it is not practical to conduct the interview in person. The same basic guidance should be followed whether the interview is by phone, or in person.

g. In rare cases, it may be necessary to ask additional questions by phone after the interview is completed if clarification is necessary. However, care should be taken not to introduce new subjects not asked of other applicants or give the person a "second shot" at the competitive process.

h. In some cases, it is appropriate to ask a person to demonstrate technical competence in stenography or typing. However, again, all applicants must be tested alike and no applicant can be rated "not qualified" on the basis of such a test. The results can be used, however, in the overall evaluation process.

4. Final Selection. Finally, it is important to keep in mind that the interview is but one part of the overall selection process. It is also important to remember that the total qualifications of the individual, including the breadth and depth of experience and training must be considered. This is especially true when there are insignificant differences in interviewing results. Likewise, EEO goals, when appropriate, should also be considered.

5. Maintenance of Records. Records of interviews, to include interview questions and evaluations of responses along with comments, should be maintained by selecting officials for a sufficient period of time to respond to any allegations of unfair treatment on the part of applicants. This will normally be known in a reasonably short period (normally within six months). In every case, sufficient records should be maintained to provide for reconstruction of the employment process and justification of the selections made.

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